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It Takes Money to Make Money

Until recently, tribes had little hope of establishing self-sustaining reservation economies. Most tribes had high levels of unemployment, and few investors were willing to bring economic development to Indian Country.

Now the shoe is on the other foot! Many Northwest tribes own and operate gaming facilities, some with restaurants, hotels, even resorts. Under the Indian Gaming Regulatory Act, all revenues from tribal gaming operations are to be used solely for governmental or charitable purposes - similar to state governments and the use of funds from state lotteries.

Gaming enterprises have resulted in a number of tribes becoming the leading employers in their respective areas. They are becoming an important source of employment for non-Indians in surrounding communities.

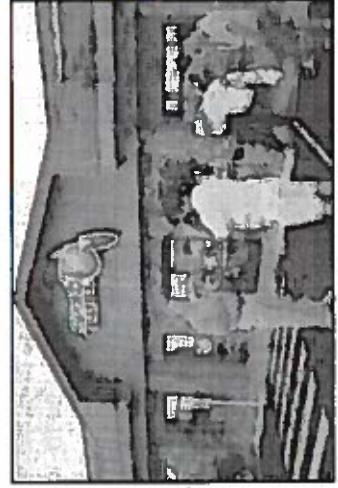
Prior to the existence of tribal gaming operations, investors willing to bring investment capital (and jobs) to the reservations were almost non-existent. Now tribes are able to build their economic futures through reinvestment of their income from gaming operations. A small sampling of the "new" enterprises:

Kalispel Tribe (north of Spokane): In addition to their casino, the tribe operates several other economic developments, including **The Camas Institute**, open to Native and non-Natives, with programs for behavioral health, education and career counseling, Gateway to Goals, Read Right and the Camas Learning Center; **Kalispel Agricultural Enterprise**, which operates a herd of 100 buffalo to provide meat for elders, production and sales, and also includes 600 acres of hay for grazing and production; and the **Kalispel Case Line**, a manufacturing enterprise that produces condensed-foam-lined aluminum cases for electronic instruments, cameras, rifles, pistols and custom use. Kalispel has about 350 tribal members. About one-third live on the reservation, and another third live in Spokane.

Burns-Paiute: Today there are 341 members of the tribe, but only about 120 reside permanently on the reservation in Burns, OR. In addition to a small tribal casino, the tribe operates an information and content management solutions

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company: **Wa-Da' Corporation's Preservation™**, which offers off-site backup, archiving, co-location and disaster recovery service. The company offers a suite of data protection services for companies to store data offsite in a highly secure and disaster-resistant facility, utilizing the latest storage and server technologies to preserve data.



The **Spokane Tribe of Indians'** (Wellpinit, Washington) newest enterprise venture, **SPOKO Fuel**, opened their third fuel and convenience store in the Spokane area this year. The newest facility will be open 24 hours a day, and it includes a convenience store and a deli with seating area. The Spokane Tribe, which has 2,400 members, now employees 333 people and they expect to create 2,100 jobs in the near future in various enterprises.

The **Coeur d'Alene Tribe** has recently acquired majority ownership of **Berg Integrated Systems**, a subsidiary of F. O. Berg, a company that has been in existence in Spokane since before 1900. Berg manufactures include highly engineered automated hydraulic mine doors, water purification trailers, custom manufacturing equipment and large material handling systems. The tribe is moving the company to their reservation at Plummer, and expects to expand the business from about 10 employees to 250 people.

The **Quinault Tribe** utilizes its natural resources for economic development. One of their main enterprises is **Quinault Pride Seafood**. The tribal company offers Pacific Halibut, Sablefish, Steelhead, Silver (Coho) Salmon, Sockeye Salmon, Dungeness Crab and Pacific Razor Clams...all are fresh, when in season. They also offer most items flash frozen and some items smoked.

In Grand Mound, south of Olympia, WA, the **Chehalis Tribe** launched a new phase in economic development when they broke ground in October for a \$100 million resort known as Great Wolf Lodge. The tribe and Great Wolf Resorts are joint developers of the 442,000-square-foot resort. Besides bringing new business to Grand Mound, the eight-story, 393-room resort is expected to create 500 jobs, draw 300,000 visitors a year and potentially generate \$92 million a year in revenue. Located midway between Seattle and Portland, it is expected to attract travelers and conferences from both areas. For family fun, they will offer a 56,000-square-foot indoor water park. For business, there will be a 30,000 square-foot conference center. The resort complex will not include a casino. It is expected to open in the first half of 2008.

The Chehalis Tribe already operates the Lucky Eagle Casino, Eagles Landing Hotel, two construction companies and two convenience stores on their reservation in neighboring towns.



The Kootenai River Inn, operated by the Kootenai Tribe

Kootenai Tribe The Kootenai River Inn opened in 1986 on Tribal lands overlooking the Kootenai River in Idaho. The 47-room hotel included a restaurant, recreation center and Tribal gift shop, and started an economic resurgence for the Tribe. Today, the Best Western Kootenai River Inn, Casino and Spa features 65 riverfront rooms, four casinos, a full-service spa, and dining, meeting and recreational facilities.



The Coeur d'Alene Tribe operates the Benewah Automotive Center, Benewah Market, and Ace Hardware in Plummer, ID. Their medical clinic and wellness center serve the entire community, including the non-Native community, and has proven not only to offer much needed services to the reservation area but to also be an economic development for the tribe. They also run a tribal farm that covers about 6,000 acres and produces wheat, barley, peas, lentils, and canola. The tribe's latest endeavor is Red Spectrum Communications, a broadband program that will serve as a wireless internet service provider for anyone living on the reservation. In addition to its casino, the tribe also has a hotel and the Circling Ravens Golf Course, north of Worley, ID. Tribal gaming employs about 500 persons and generates about \$20 million in profits annually, funding programs and creating other economic development and diversity.

The tribal enterprises shown here are just samplings of the varied enterprises owned and operated by tribes in this region. There is much diversity among the tribal enterprises, from high-tech to farming, that create income for the tribes to operate their governments and assist their families.

Not all tribes have casinos; and most of the casinos that are in operation in this region do not provide sufficient revenues to meet the overwhelming needs of their reservations/communities. Tribes located near larger population centers have a definite advantage; and to many of the smaller, out-of-the-way tribes, their casinos are basically "jobs programs", providing work for tribal members but not

making enough profit to begin to meet the needs of their tribes and their people.

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